Standing Joint Force Headquarters (SJFHQ) Manpower Sourcing Study Brief to Joint Requirements Oversight Council

Brigadier General Marc Rogers
Director, Standing Joint Force Headquar
United States Joint Forces Comman
21 Mar 2003

JROCM Language

The study should specifically address the source of manning for the SJFHQ… Additionally, this study should be closely coordinated with the Regional Combatant Commanders (RCCs) and Services.

The study should identify two options, and provide specific manning requirements at each RCC. One option is for each SJFHQ to be internally resourced with "dual-hatted" personnel within the headquarters of the Regional Combatant C… compo… SJFHQ … assigned to …

This "tasker" has not been fully answered by the Study brief (actual study not available yet):

- **There are no specific RCC requirements**
- **Two JROCM Options not fully explored**

Bottom Line

- Dual-hatting is not a viable option for entire SJFHQ
- Regional Combatant Commands reject idea of internal re-organization to meet total manpower bill
- Services reject idea of bearing 100% of additional manpower bill
- Consensus: burden sharing of manpower bill

•What level of Service sourcing is acceptable?
•USMC requires compensation for SJFHQ.

Study Methodology Summary

Oct — Oct – Nov — Nov - Dec — Dec - Mar →

Phase I

Study plan preparation and coordination

Workshop I
9 Oct 02

- Present study charter/mission
- Present SJFHQ overview
- Identify related studies
- Solicit Regional Combatant Commanders (RCC) /Service input

Phase II

Develop options and solicit RCCs and Services' concerns

- Visit RCCs/Services
- Review SJFHQ information
- ICW Regional Combatant Commanders and Services, develop viable resource options

Phase III

Integrate findings and complete Study

Workshop II
25 – 26 Nov 02

- Integrate RCC/Service input
- Assess interim study results
- Review anti

•Report not available
•RCC vetting

Phase IV

Develop recommendations, vet findings, and present results

- Recommend resourcing options
- Produce Report
- Vet findings with Services and RCCs
- Brief JFCOM Chain f Command
- Brief JROC

SJFHQ Organizational Study Timeline

- 1 Oct - Draft JROCM tasking SJFHQ Organizational Study
- 2-4 Oct - JFCOM Organizational Study Planning Session @ JFCOM
- 9 Oct - Work Shop I – Organizational meeting and draft study plan
- 16 Oct - JROC Approval of Study Methodology
- 27 Oct -21 Nov – Regional Combatant Commands (RCC) Visits
- 14 Nov - Services Visit (Quantico, Va)
- 25 –26 Nov - Work Shop II – Assess input and recommend courses of action (COAs)
- 16 Dec – JROCM Signed
- 11 Mar – Joint Requirements Panel (JRP)
- 14 Mar – Joint Requirements Board (JRB)
- 20 Mar – Joint Requirements Oversight Council (JROC)

Study Participants

- Pacific Command
- European Command
- Southern Command
- Northern Command
- Central Command
- Joint Forces Command
- Strategic Command
- Army
- Marine Corps
- Navy
- Air Force
- Joint Staff

Evidence Based Research, Inc

General Dynamics, Inc.

Study Assumptions/Facts

- Based on Defense Planning Guidance (DPG) 04 and CJCS guidance, the decision to field SJFHQ at each Regional Combatant Command has been made
- *No operational SJFHQ core elements established at USJFCOM*
- Millennium Challenge 02 (MC 02) SJFHQ prototype is baseline model for organizational study
- The study addresses SJFHQ manpower requirements only (SJFHQ support and sustainment personnel requirements will be provided by the RC)
- Resourcing options may vary by Command (military, civil service, contractor)
- "Final" numbers may vary based on Command specific needs
- *Does not include Joint Interagency Coordination Group (JIACG)*

•Brief provided no RCC specific analysis & data.
•Services seek compensation for Joint growth.
•Generic solutions- no final numbers as stated.

Definitions

- **Full -Time** – Option using assigned personnel that perform responsibilities on a "full time" basis
- **Dual-Hatted** (aka Part Time) – Option using assigned personnel that perform functional responsibilities on a "part time" basis (i.e. PACOM DJTFAC).
- **Hybrid** – Option using a "core" of fulltime personnel augmented with dual-hatted personnel.
- **Internal Resourcing** – Resourcing that uses Regional Combatant Commands organic personnel that are assigned to the RCC on the JMD
- **External Resourcing** – Resourcing that uses "additional" personnel resourced outside the RCC
- **Burden Sharing**– Resourcing option that uses both internal and external resourcing
- **Military** – All uniformed personnel
- **Civilian** – GS federal civilian employees
  – Contract personnel
- **Mix** – Combination of Uniformed and Civilian

These Definitions are for Study Purposes O

RCC and Service Input – Common Themes

Identified as concerns by two or more key stakeholders

- **Internal Resourcing is not a credible option (All RCCs)**
- Use 15 % reduction to offset SJFHQ manning (All RCCs)
- **Dual Hatting of entire SJFHQ is not a credible option (All RCCs)**
- SJFHQ does not adequately address support to multiple JTFs in a given theater (most RCCs)
- Issues must be resolved related to identifying and funding associated support and training for SJFHQ (All RCCs)
- **Services can not afford to fully resource SJFHQ**

Needs further analysis

USMC cannot support increased structure w/o compensation

Courses of Action

The JROC directed that: The study should identify **two options**, and provide specific manning requirements at each RCC. **One option is for each SJFHQ to be internally resourced with "dual-hatted" personnel** within the headquarters of the Regional Combatant Command and its Service components. **The second option is for each SJFHQ to be manned with additional personnel** assigned to the Regional Combatant Commands."

COA 1 **Dual Hat –** (aka "Part Time") Option using assigned personnel that perform functional responsibilities on a "part time" basis

COA 2 **Full Time** - option using assigned personnel that perform responsibilities on a "full time" basis

Not directed by JROC but viewed by stakeholders as viable option

COA 3 **Hybrid –** Option using a "core" of fulltime personnel augmented with dual-hat personnel. **Proposed as interim solution for FY05**

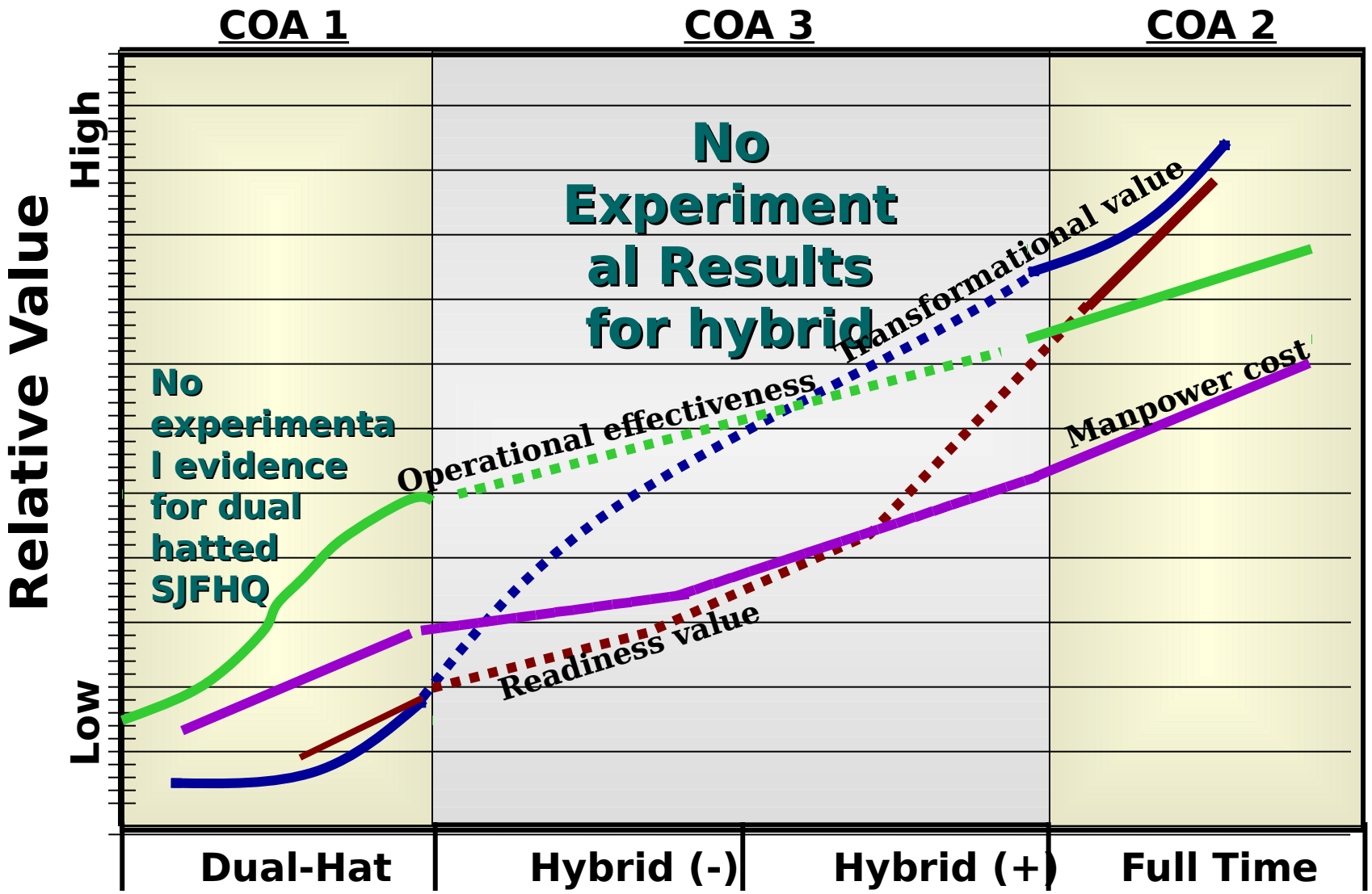
Courses of A

Generic

- COAs are generic and not RCC specific
- Note: terms "*options & COA's*" are confused throughout brief.

Manning COAs Personnel Mix Option		Dual Hat COA 1	Full COA	
Internal Military	A	RCC Dual Hats all SJFHQ with military billets (part-time personnel)	RCC resources all SJFHQ with full time military billets	RCCs resource "core" with all full time military billets and "dual hats" remainder of all SJFHQ requirements
Internal Mix	B	RCC Dual Hats all SJFHQ with a mix of military and civ/contr billets	RCC resources all SJFHQ with a combination of full time military and civ/contr billets	RCCs resource "core" with both full time military and civ/contr and "dual hats" remainder of SJFHQ requirements
External Military	C		Services resource all SJFHQ with full time military billets	Services resource "core" full time military billets and RCC "dual hats" remainder of all SJFHQ requirements
External Mix	D		Services resource SJFHQ with a combination of full time military and civ/contr billets	Services resource "core" w/full time military and civ/contr billets and RCC "dual hats" remainder of all SJFHQ requirements
Burden Share	E		RCC & Services each resource percentage of fulltime military and percentage of full time civ/contr billets	RCCs & Services share resourcing of core fulltime military billets and fulltime civ/contr billets; RCC "dual hats" selected billets;

SJFHQ Manning COA



Generic

COA 1 - Dual Hat

Manning COAs → **Dual Hat**

Personnel Mix Options	**COA 1**	**COA 2**	**COA 3**
Internal Military **A**	RCC Dual Hats all SJFHQ with military billets (part-time personnel)	RCC resources all SJFHQ with full time military billets	RCCs resource "core" with all full time military billets and "dual hats" remainder of all SJFHQ requirements
Internal Mix **B**	RCC Dual Hats all SJFHQ with a mix of military and civ/contr billets	RCC resources all SJFHQ with a combination of full time military and civ/contr billets	RCCs resource "core" with both full time military and civ/contr billets and "dual hats" remainder of SJFHQ requirements
External Military **C**			Services resource "core" full time military billets and RCC "dual hats" remainder of all SJFHQ requirements
External Mix **D**			Services resource "core" w/full time military and civ/contr billets and RCC "dual hats" remainder of all SJFHQ requirements
Burden Share **E**		RCC & Services each resource percentage of fulltime military and percentage of full time civ/contr billets	RCCs & Services share resourcing of core fulltime military billets and fulltime civ/contr billets; RCC "dual hats" selected billets;

JROC's Internal "Dual Hat" Option

Dual Hatting

JROC directive: **"One option is for each SJFHQ to be internally resourced with "dual-hatted" personnel within the headquarters of the Regional Combatant Command and its Service components."**

- Interpreted "internally resourced dual hatted" as a dual hatted MC 02 model
- MC02 and other SJFHQ limited objective experiments (LOEs) did not experiment with a "dual hatted" SJFHQ
- PACOM's Deployable Joint Task Force Augmentation Cell (DJTFAC) is "dual hatted" with 36 billets and has improved readiness in legacy JTF command and control in PACOM
  - DJTFAC requires ~ 129 days/year for training/exercises
  - Service Components dual [illegible] individuals to DJTFAC as required
  - DJTFAC provides "interim ma[illegible]" f[illegible]days (short duration requirem[illegible]
  - DJTFAC is possible in [illegible] robust component co[illegible]
- DJTFAC ≠ SJFHQ

•Assumes 100% Dual-Hatting
• Does not explore Dual-Hatting selectively in RCCs
•Experimental comparison is needed

SJFHQ Dual Hatting

Pros

- Does not require additional personnel
- Least “disruptive” to RCC staff
- Improvement over existing capabi

JFCOM should determine degree of Dual-Hatting at each RCC that would not put concept at risk

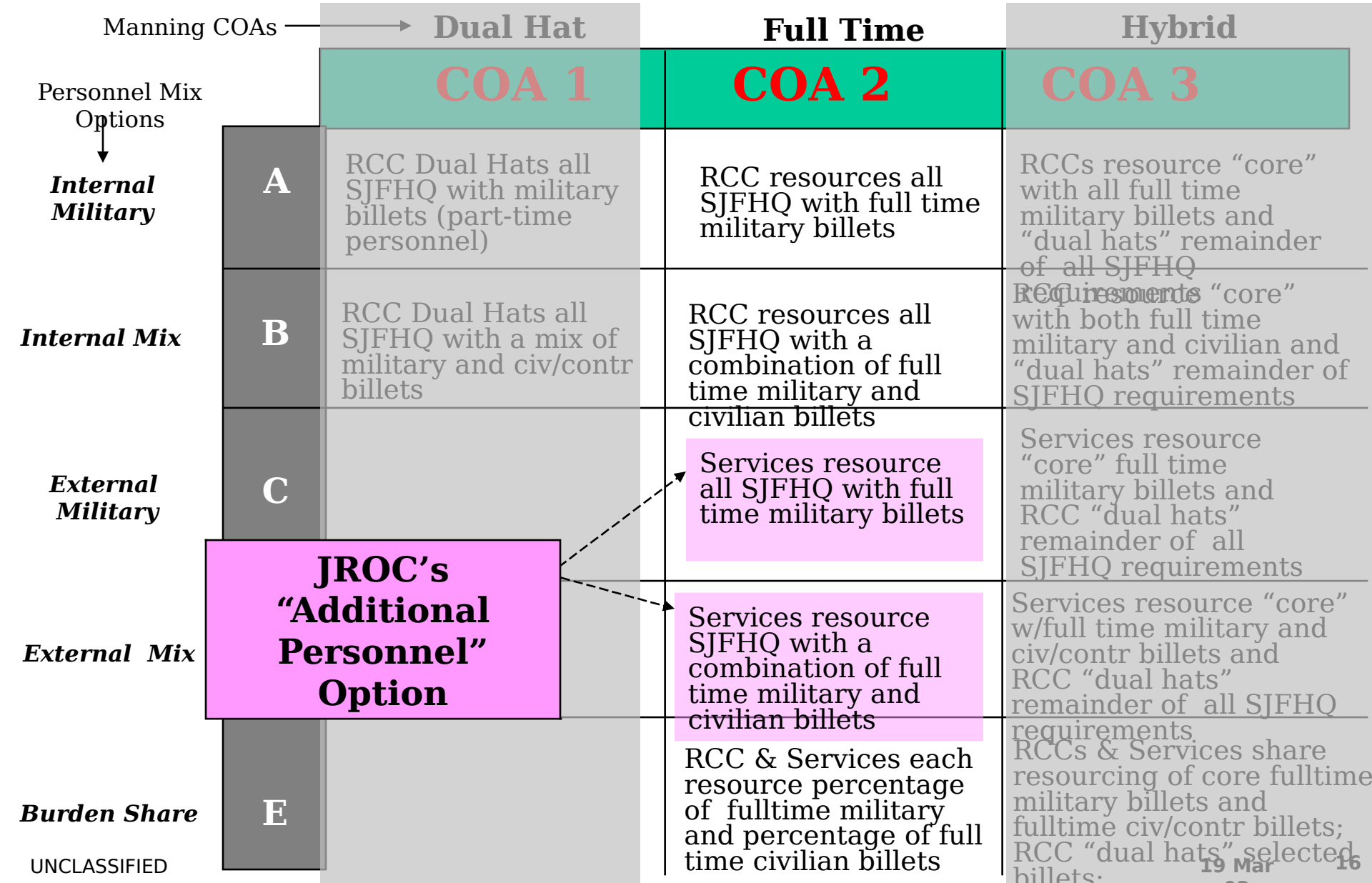
.

Cons

- Dual hatting detracts from SJFHQ readiness
- Competition between strategic and operational planning
- Hinders continuity and proficiencies of SJFHQ processes
- Detracts from “team building” between the SJFHQ, components, interagency, and centers of excellence
- Detracts from regional training and engagement
- No data on how many “dual hatted” positions needed to achieve SJFHQ capabilities
- Transformational benefit unknown

one of the Key Stakeholders supported dual hatting all SJFHQ positions

Generic COA 2 - Full Time


Manning COAs
Dual Hat
Full Time
Hybrid
COA 1
COA 2
COA 3
Personnel Mix Options
A
Internal Military
RCC Dual Hats all SJFHQ with military billets (part-time personnel)
RCC resources all SJFHQ with full time military billets
RCCs resource "core" with all full time military billets and "dual hats" remainder of all SJFHQ requirements
B
Internal Mix
RCC Dual Hats all SJFHQ with a mix of military and civ/contr billets
RCC resources all SJFHQ with a combination of full time military and civilian billets
RCCs resource "core" with both full time military and civilian and "dual hats" remainder of SJFHQ requirements
C
External Military
Services resource all SJFHQ with full time military billets
Services resource "core" full time military billets and RCC "dual hats" remainder of all SJFHQ requirements
JROC's "Additional Personnel" Option
External Mix
Services resource SJFHQ with a combination of full time military and civilian billets
Services resource "core" w/full time military and civ/contr billets and RCC "dual hats" remainder of all SJFHQ requirements
E
Burden Share
RCC & Services each resource percentage of fulltime military and percentage of full time civilian billets
RCCs & Services share resourcing of core fulltime military billets and fulltime civ/contr billets; RCC "dual hats" selected billets;

Full Time COA 2

Pros

- Full value of SJFHQ capabilities and functions would be resident on RCC staff
- Implements the transformational model that was experimented with during MC02
- Best vehicle for exploiting emerging concepts
- Allows for a ready, trained, and capable SJFHQ
- Facilitates standardization across RCCs
- Best exploits the collaborative information environment (CIE)

Best opportunity to realize SJFHQ value as tested in MC 02

Cons

- Resourcing 58 full time billets may be problematic
- A cross functional staff within a RCC Hq initially may be disruptive
- [illegible]be difficult to find ap[illegible] grade

•While COA 2 meets SJFHQ requirement, it is not realistic.

•USMC cannot support without compensation

Services stated they are unable to fill all SJFHQ billets with military personnel without additional field grade endstrength

Additional Personnel Option

JROC directive: **"second option is for each SJFHQ to be manned with additional personnel assigned."**

- Would provide a full time SJFHQ cell as tested in MC 02
- May result in joint growth
- Providing all military may be problematic … but a combination of military and civilian and/or contractor (Mix) additional full time personnel may be executable

Notional look at Services providing additional personnel

All Military

Impact on Services to Provide 5
Additional Military Personnel

Service	%	1 RCC	5 RCCs
USA	30%	17	85
USAF	30%	17	85
USN	30%	17	85
USMC	10%	7	35
		58	290

70% Military

Impact on Services to Provide 41
Additional Military Personnel

Service	%	1 RCC	5 RCCs
USA	30%	12	60
USAF	30%	12	60
USN	30%	12	60
USMC	10%	5	25
		41	205

NOTIONAL ONLY

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COA 3 - Hyb

These COAs are generic and not RCC specific

Manning COAs → Dual Hat

Hybrid

Stakeholders identified Hybrid as additional COA

Personnel Mix Options		COA 1		COA 3
Internal Military	A	RCC Dual Hats all SJFHQ with military billets (part-time personnel)	RCC resources all SJFHQ with full time military billets	RCCs resource "core" with all full time military billets and "dual hats" remainder of all SJFHQ requirements
Internal Mix	B	RCC Dual Hats all SJFHQ with a mix of military and civ/contr billets	RCC resources all SJFHQ with a combination of full time military and civ/contr billets	RCCs resource "core" with both full time military and civ/contr and "dual hats" remainder of SJFHQ requirements
External Military	C		Services resource all SJFHQ with full [illegible] billets	Services resource "core" full time military billets and RCC "dual hats" remainder of all SJFHQ requirements
External Mix	D		[illegible]urce SJFHQ with a combination of full time military and civ/contr billets	Services resource "core" w/full time military and civ/contr billets and RCC "dual hats" remainder of all SJFHQ requirements
Burden Share	E		RCC & Services each resource percentage of fulltime military and percentage of full time civ/contr billets	RCCs & Services share resourcing of core fulltime military billets and fulltime civ/contr billets; RCC "dual hats" selected billets;

Combines JROC directed options for "dual hat" and "additional personnel"

Hybrid COA 3

Pros

- Interim solution in meeting SJFHQ billet requirements for 05’
- Minimizes resource challenge to RCCs and Services for filling all full time billets
- Still allows a cross-functional standing C2 organization
- Can maintain the SJFHQ “battle rhythm” in the RCC Hq
- May improve AOR tailoring of SJFHQ to mission

Cons

- SJFHQ not tested using both “part-time” and full time personnel
- Core number unknown through experimentation
- May hinder readiness
- No data on how many “dual hatted” positions needed to achieve SJFHQ capabilities
- Reduces number of military personnel in joint C2 leadership development

All Stakeholders support Hybrid COA and recommend further refinement

Generic

COA Refinement

- Considering stakeholder input and time constraints, possible COA options were consolidated down to analyze 5 relevant options
- Options pertaining to ALL DUAL HAT and to RCCs or Services providing ALL military personnel to SJFHQ were omitted from further consideration
- Further analysis required to determine exact mil/civ/contr/dual hat requirements and still be able to deliver full SJFHQ capabilities in Joint C2

Manning COAs → / Personnel Mix Options ↓		Dual Hat	Full Time	Hybrid
		COA 1	COA 2	COA 3
Internal Military	A	RCC Dual Hats all SJFHQ with military billets (part-time personnel)	RCC resources all SJFHQ with full time military billets	RCCs resource "core" with all full time military billets and "dual hats" remainder of all SJFHQ requirements
Internal Mix	B	RCC Dual Hats all SJFHQ with a mix of military and civilian billets	RCC resources all SJFHQ with a combination of full time military and civilian billets	RCC resource "core" with both full time military and civilian and "dual hats" remainder of SJFHQ requirements
External Military	C		Services resource all SJFHQ with full time military billets	Services resource "core" full time military billets and RCC "dual hats" remainder of all SJFHQ requirements 3C
External Mix	D	2D	Services resource SJFHQ with a combination of full time military and civilian billets	Services resource "core" w/full time military and civilian billets and RCC "dual hats" remainder of all SJFHQ requirements 3D
Burden Share	E	2E	RCC & Services each resource percentage of fulltime military and percentage of full time civilian billets	RCCs & Services share resourcing of core fulltime military billets and fulltime civilian billets; RCC "dual hats" selected billets; 3E

These 5 options provide the best opportunity to implement the SJFHQs by 05' while minimizing the disruption to RCCs and Services, and allowing some level of burden sharing

Example - Option 2E

Burden Share Full Time

RCC	**14 Military**	**10 Civilian**
Services	**24 Military**	**10 Civilian**

Burden Share Assumptions:
- RCC 41%
- Services 59%

- Military 66%
- Civilian 34%

Notional Service Breakout of 24 Military billets

NOTIONAL ONLY

Service	%	1 RCC	5 RCCs
USA	30%	7	35
USAF	30%	7	35
USN	30%	7	35
USMC	10%	3	30
		24	135

Example - Option 3E

Hybrid – Burden Share … Interim Solution for 05'

RCC Dual Hat

15 Military	**5 Civilian**

20 "Dual Hat" Positions

Core Full Time

RCC	**8 Military**	**5 Civilian**
Services	**20 Military**	**5 Civilian**

Assumes:
38 "core" full time positions and 66% Service Burden Sharing

NOTIONAL ONLY

Notional Service Breakout of 20 Military billets

Service	%	1 RCC	5 RCCs
USA	30%	6	30
USAF	30%	6	30
USN	30%	6	30
USMC	10%	2	10
		20	100

Lowest USMC impact of Study COAs

Summary

The intent of the SJFHQ personnel manning effort is to man the SJFHQ as close as possible to the MC 02 SJFHQ model by FY 05' and within current resource constraints. **Study Results show that**:

- ***"Dual Hatting" of all positions is undesirable and considered not feasible by RCC stakeholders***

Not thoroughly explored

- ***Full Time options are only considered supportable if Services receive full endstrength increase or some level of burden sharing***

Experimental comparison will add rigor

- ***Hybrid options provides best all around solution given current personnel, FY 05' timeline and stakeholders tentative agreement to burden sharing***

Services need compensation

Option Asses

Service sourcing

Burden Share

	2D	2E	3C	3D	3E
CENTCOM (CCJ8-TI) (MAJ)	9	5	2	3	1
EUCOM RADM Tallent	5	5	1	5	9
NORTHCOM	-	-	-	-	-
USJFCOM	-	X	-	-	-
SOUTHCOM/ PACOM	-	-	-	-	-
Air Force	-	-	-	-	-
Army DAIM-MD	1	1	1	1	1
Marines Jim Leavis(Civ) USMC JCDE	3	7.1	4	6	7.3
Navy OpNav N123	-				
TOTAL					

9 – "Best"

5 – "Neutral"

1 – "Worst"

Shows EUCOM willing to compromise

To be completed based on stakeholder inputs

- **Not USMC "Final Position"**
- **IPT working level data, only**
- **USMC "Non-concur" with study pending RCC specific inputs**

Backups

Recommendations

- ***Eliminate "dual hatting" of all SJFHQ personnel as viable option***
- ***Endorse five options***
- ***RCCs and their Component Service C… option and provide POM input to JS J1 b…***
- ***JS J1 consolidate inputs for JROC approval***
- ***JFCOM report biannually to JROC on SJFHQ progress and ID specific add…nal SJFHQ billet reqmts determined in coord with RCC…***

JRP directed JFCOM look at Hybrid options

Services must be involved in RCC selection & resourcing

Training Capacity / Personnel Mix Options		COA 1	COA 2	COA 3	
Internal Military	A	RCC Dual Hats all SJFHQ with military billets (part-time personnel)	RCC resources all SJFHQ with full time military billets	RCCs resource "core" with all full time military billets and "dual hats" remainder of all SJFHQ requirements	
Internal M…	B	RCC Dual Hats all SJFHQ with a mix of military and civilian billets	RCC resources all SJFHQ with a combination of full time military and civilian billets	RCC resource "core" with both full time military and civilian and "dual hats" remainder of SJFHQ requirements	
			Services resource all SJFHQ with full time military billets	Services resource "core" full time military billets and RCC "dual hats" remainder of all SJFHQ requirements	3C
	2D		Services resource SJFHQ with a combination of full time military and civilian billets	Services resource "core" w/full time military and civilian billets and RCC "dual hats" remainder of all SJFHQ requirements	3D
	2E		RCC & Services each resource percentage of fulltime military and percentage of full time civilian billets	RCCs & Services share resourcing of core fulltime military billets and fulltime civilian billets; RCC "dual hats" selected billets;	3E

- **JFCOM must establish that "Dual-Hatting" is not viable**
- **Services cannot support options without full study of costs and RCC specific requirements**

GUIDANCE

- **DPG (May 2002):**
  - ***The Regional Combatant Commanders will establish SJFHQs by FY 2005 reflecting standards established by Joint Forces Command and incorporating lessons learned from Millennium Challenge 02.***
- **CJCS Guidance (2 Nov 01 Transformation Memo, 5 Feb 02 Chairman's Posture Statement and 11 Feb 02 visit to JFCOM):**
  - ***JFCOM's first priority - fielding SJFHQ to all CINCs***
    - ***Develop in FY02 – 03***
    - ***Test and Validate in FY04***
    - ***Support each RCC in the establishment of a SJFHQ in their region in FY05***

Copy of CJCS Letter

“By 1 December 2001, develop a Joint Experimentation Campaign Plan, providing an integrated, cohesive plan for meeting my my intent. Your focus of effort will be on the development of a standing joint force headquarters model no later than the end of Fiscal Year (FY) 2004 and capable of implementation by all regional Commanders-in-Chief (CINCs) during FY05.”

“During FY03, continue experimentation and finalize

SJFHQ Model Rank Structure

- **O7 – 1**
- **O6 – 6**
- **O5 – 35**
- **O4 – 10**
- **O3 – 2**
- **CWO3 – 1**

SJFHQ Positions (Fielded)

Command Group (4)
- Commander
- Chief of Staff
- Dep Chief of Staff
- Admin/Support Coordinators
- SJA, PAO, Surgeon, Chaplain

Current Thinking

58

Knowledge/Info Management (6)
- Knowledge Management Officer (
- Joint Network Control Officer
- Network Management Specialist
- Communication Support

Information Superiority Team (10)
- Info Superiority Director
- ISR Collection Manager
- Intelligence Supervisor
- Effects Awareness Analyst
- Information Operations Supervisor
- IO Planners (2)
- ONA Network Supervisor
- ONA Network Analyst
- ONA Effects Analyst

Plans Team (22)
- Plans Director
- Intel Planner
- ISR Planner
- Planners (7)
- Effects Assessment Planner (2)
- IO Planner
- Logistics Coordinator
- Strategic Lift Planner
- Sustainment Planner
- Deployment Planner
- Logistics Sustainment Planner
- Blue/Red Planners (2)
- Political / Military Planner
- Ops Law Planner
- Force Protection Planner
- (TBM/WME)

Operations Team (16)
- Operations Director
- Current Intel Integrator
- Info Superiority Ops
- Intelligence, Surveillance a
- Reconnaissance (ISR) Ops
- Land Ops (2)
- Maritime Ops (2)
- Aerospace Ops (2)
- Special Ops Force (SOF) Op
- Information Operations Off
- Transportation Ops
- Logistics Ops
- Fires/Target Ops

There are more billets reflected here than the numbers specify!

Supported by Mission-Tailored Augmentees, Plugs, & Liaisons

Chain of Command Gap

Peacetime Service Chain of Command

Unit

Not present for duty every day

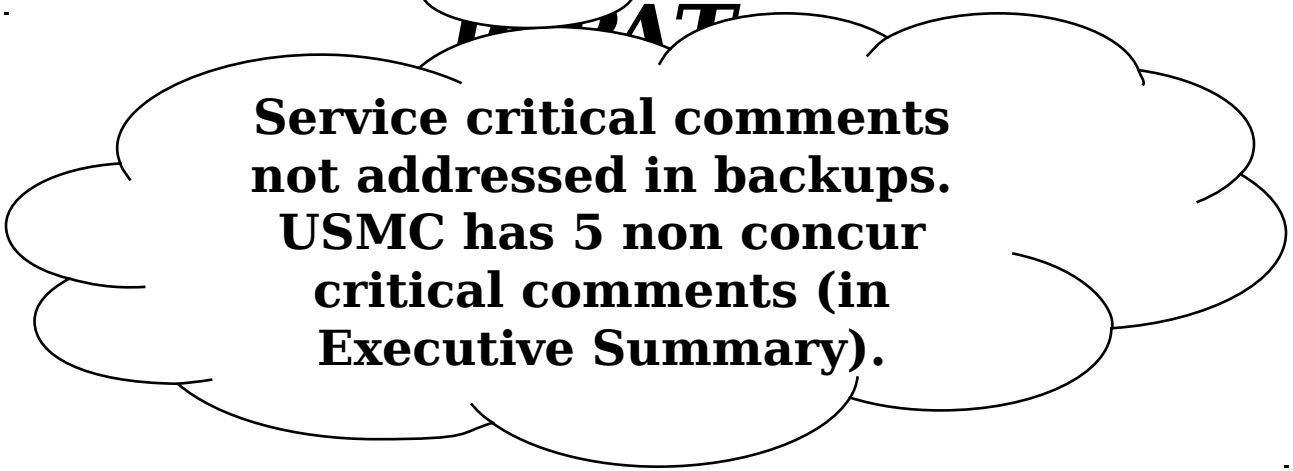
Joint Warfighting Chain of Command

JTF HQs

Component HQs

Unit

RCCs' Preferences and Comments: Going into Workshop, at Workshop, and on [illegible]



CENTCOM Preferences/Comments

- Nov 02 Workshop:
  - Going in preference/comments: "Maybe use Contractors as interim solution until SJFHQ functions/capabilities can be tailored to CENTCOM 'uniqueness'."
  - At Workshop: No noted difference from other RCCs
    - "Acceptable": COA 1D [Full time external mix], COA 2D [Part time external mix], COE 3C [Hybrid external Mil with part time], and COE 3D [Hybrid external mix with part time]
    - "Maybe": COE 3E [Hybrid Burden-share with external mix]
- JCPAT: Concur: (matrix provided with no added comments)
  - Most preferred option: COA 2D
  - Least preferred option: COA 3E

EUCOM Preferences/Comments

- Nov 02 Workshop:
  - Going in preference/comments: No internal resourcing; prefer not to use contractors
  - At Workshop: No noted difference from most other RCCs
    - "Acceptable": COA 1D [Full time external mix], COA 2D [Part time external mix], COE 3C [Hybrid external Mil with part time], and COE 3D [Hybrid external mix with part time]
    - "Maybe": COE 3E [Hybrid Burden-share with external mix
- JCPAT: Concur with comments: (matrix provided with added comments): "No manning indicated for coalition partners or interagency positions…"
  - Most preferred option: COE 3E (conflicting preference)
  - Neutral options: COE 2D and COE 2E
  - Least preferred option: COA 3C (conflicting preference)

NORTHCOM Preferences/Comments

- Nov 02 Workshop:
  - Going in preference/comments: "NORTHCOM must grow to FOC…before designing and forming NC SJFHQs with dedicated resources."
  - At Workshop: No noted difference from most other RCCs
    - "Acceptable": COA 1D [Full time external mix], COA 2D [Part time external mix], COE 3C [Hybrid external Mil with part time], and COE 3D [Hybrid external mix with part time]
    - "Maybe": COE 3E [Hybrid Burden-share with external mix]
- JCPAT: Concur without comments. No matrix preferences provided

PACOM Preferences/Comments

- Nov 02 Workshop:
  - Going in preference/comments: "No credible 'Internal Resourcing' option…if forced maybe use ALCOM as 'bill payer'"
  - At Workshop: No noted difference from most other RCCs;
    - "Acceptable": COA 1D [Full time external mix], COA 2D [Part time external mix], COE 3C [Hybrid external Mil with part time], and COE 3D [Hybrid external mix with part time]
    - "Maybe": COE 3E [Hybrid Burden-share with external mix]
- JCPAT: Non-concur. No matrix preferences provided. Five critical comments:
  - Organization brief assumption that RCC provides SJFHQ support & sustainment is "flawed"
  - RCC facility and equipment rqmts to support SJFHQ are not addressed
  - Hybrid COA is not tested—no supporting data
  - Internal resourcing by RCC is not credible given 15% cuts
  - Added RCC personnel support rqmts are not addressed

SOUTHCOM Preferences/Comments

- Nov 02 Workshop:
  - Going in preference/comments: "Dual hat (Battle Roster) will be an issue, SOUTHCOM Commander does not want this." "Letter to SECDEF requesting realignment of 66 billets from 15% cut."
  - At Workshop: Significant difference from other RCCs;
    - "Acceptable": "Only acceptable option is internal full time"
- JCPAT: Non-concur. No matrix preferences provided. Four critical comments were identified; USJFCOM concurs and made changes to brief
  - "The USSOUTHCOM model can be staffed internally with the use of the billets identified for reduction."
  - "The 'classic' manpower change process required to staff the requirements through the services and then have them begin processing orders for personnel will take until late FY 05. To create endstrength increases in mid level rank structure will take years, if approved by Congress and the services, too late to greatly effect the timeline of the RCC SJFHQ